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**Operations**

**EXERCISE EVALUATION PROGRAM**

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*, Air Force Instruction (AFI) 10-204, *Readiness Exercises and After Action Reporting*, Air Force Reserve Command Instruction (AFRCI) 10-204, *Air Force Reserve Exercise And Deployment Program*, Air Force Instruction (AFI), 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, and *Niagara Falls Air Reserve Station Installation Emergency Management Plan*, (IEMP) 10-2. It establishes responsibilities for the 914<sup>th</sup> Airlift Wing Exercise Evaluation Program and the Exercise Evaluation Team. It provides guidance, procedures, exercise responsibilities and the processes for evaluations, and the requirement for analyzing the trends and lessons learned. It applies to all units, provides the functions of the Exercise Evaluation Team (EET), and the members of EET. It establishes guidelines for conducting exercises on Niagara Falls ARS, and unit members assigned to 914 AW, but not the members of the Air National Guard. Refer any recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force Information Management Tool (AF IMT) 847, Recommendation for Change of Publication; route AF IMTs 847 from the field through appropriate functional area manager's (FAMs) chain of command. Ensure all records created because of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition of Schedule (RDS) located at <https://afrims.amc.af.mil/>.

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## **1. General.**

1.1. Mission Readiness is a condition which requires continuous measurement of capabilities at all levels. Exercises provide a means to demonstrate prevention, response and recovery capabilities in a risk-free environment to assess and improve performance. A thoughtfully crafted exercise allows team and individual responders to demonstrate knowledge, skills, and abilities in a controlled setting, based upon mission essential task lists (METLs) and a master scenario events list (MSEL). Additionally, exercises provide a forum for the organization to test plans, policies, procedures, multi-agency jurisdiction interactions (from local to national levels) and agreements. Exercises should be built to validate the wing emergency management and contingency plans and identify and recommend areas for improvement. The ultimate goal is to enhance unit preparedness.

## **2. Objectives and Responsibilities.**

2.1. This instruction provides the procedures and criteria for establishing an Exercise Evaluation Program (EEP) and Exercise Evaluation Team (EET) to conduct, evaluate and grade installation exercises. This instruction provides the EET Chief the means to assess the Wing's response to wartime and peacetime emergency and disaster situations.

**2.2. 914th Airlift Wing Commander:**

2.2.1. Is the approval authority for all wing exercises involving 914 AW personnel.

2.2.2. Appoints the 914 AW/CVZ as EET Chief to organize and monitor the EET program.

2.2.3. The Wing Commander is responsible to establish an EET program IAW this AWI and AFI10-2501 for the effective evaluation of the wing's mission critical skills during peacetime and war. The EET program will measure the mission critical skills through exercises conducted at base and unit levels.

**2.3. Group Commanders will:**

2.3.1. Appoint primary and alternate EET members from their Groups.

2.3.2. Ensure units take corrective action on EET findings reported in AAR's, hotwashes and subsequently tracked in MICT as deficiency checklists.

**2.4. Unit Commanders/Functional Managers will:**

2.4.1. Appoint a unit primary EET POC and EET evaluator.

2.4.2. Appoint in writing a primary and alternate EET member. This person will be responsible for attending planning meetings for exercises and will report to the EET chief. EET members are responsible for evaluating their respective squadron/unit during an exercise, to include providing exercise inputs and feedback during subsequent hotwashes, maintaining and tracking exercise results.

**2.5. EET Chief will:**

2.5.1. Organize and coordinate exercises on the installation.

2.5.2. Interface with HHQ such as AF/IG or Joint Service Inspection teams, MAJCOM IG and community officials. Additionally coordinate with associate units on the installation during exercise construction to ensure maximum participation.

2.5.3. Provide advice and educate EET members on creating, conducting and submitting evaluations, lessons learned, including input into the Joint Lessons Learned Information System (JLLIS) and the after action report (AAR) to applicable agencies.

2.5.4. Work with Emergency Management (EM) to direct the EET team in the formulization of all aspects of the exercise, including planning meetings, exercise inputs and the coordination of all after action reports, evaluations, hot wash meetings and critiques.

2.5.5. Publish an annual exercise schedule.

2.5.6. Ensure EET members are appointed and trained through completion of Computer Based Training (CBT) and formal training IAW AFI10-2501 Tables 6.1. and 6.3.

2.5.7. Plan, announce, conduct, evaluate, debrief, and document exercises.

2.5.8. Periodically brief the Wing and Group Commanders on the status of the EET program.

2.5.9. Develop trend analysis and ensure that findings and trends from prior exercises are considered when developing new exercise objectives.

2.5.10. Determine number and type of evaluators needed to properly evaluate the specific exercises per the mission essential task lists (METLs) or MSEL.

2.5.11. Retain administrative files which will include the following:

2.5.11.1. Current listing & training records of EET team members.

2.5.11.2. Past exercise scenarios.

2.5.11.3. EET AAR's for the current and previous calendar years.

**2.6. EET Members will:**

2.6.1. Complete necessary EET training, IAW AFI 10-2501 Table 6.1 and 6.3.

2.6.2. Keep their Commander informed of exercise scenarios and findings.

2.6.3. Ensure units maintain a unit continuity folder.

2.6.4. Review and consolidate unit corrective actions for Unit Commander's review.

2.6.5. Complete EET critique and EET evaluation for each exercise.

2.6.6. Be functionally qualified in the area they evaluate.

2.6.6.1. Function as representatives of the Wing Commander.

2.6.6.2. Act with impartiality and remain above reproach.

2.6.6.3. Operate with a degree of anonymity, free from coercion or intimidation from unit members.

2.6.7. Evaluate with a "no fault" point of view.

2.6.7.1. Evaluate an organization's effectiveness and efficiency to accomplish mission objectives.

2.6.7.2. Be subject matter experts and thoroughly familiar with functional area being evaluated.

2.6.8. Take actions to prevent any safety or security violation from occurring.

2.6.9. Observe the actions taken by players during the exercise and record the observations.

2.6.10. Provide documentation necessary to provide a valid critique of the exercise and produce an exercise report.

2.6.11. Keep the exercise on track, and not interfere with or prevent players from performing duties.

2.6.12. Ensure exercise objectives are met and support requirements to enhance the evaluation, resulting in the appropriate level of activity to keep players occupied, challenged and paced according to the scenario.

2.6.13. Attend planning meetings and perform requisite training as outlined in AFI 10-2501 and as directed by the EET chief.

2.6.14. Be an active participant in the exercise planning process. Develop inputs and exercise input cards that will facilitate the objectives desired for your respective Emergency Support Function (ESF)/Unit Control Center (UCC).

2.6.15. Provide instruction, corrective action, remediation or counsel when needed to avoid unnecessary punitive actions. If you can fix a small problem on the spot, fix it and document as appropriate.

### **3. Exercise Development.**

3.1. The exercise development process should include the following steps:

3.1.1. Assess the installation's likely hazards and vulnerabilities and determine type and scope for the exercise. [Attachment 8](#).

3.1.2. Review previous findings from previous exercises to determine whether to repeat an exercise element.

3.1.3. Write an Exercise Mission Statement that describes the purpose, functions, units, level, type and event. [Attachment 2](#).

3.1.4. Develop exercise objectives by breaking down the goals into specific objectives that are specific, measurable, attainable, realistic and timely (SMART). The objectives should relate to the participant's functional area and responsibilities. [Attachment 3 and 11](#).

3.1.5. Write a Scenario Narrative. The narrative is a brief scenario that sets the stage for an exercise. The scenario provides the background information for the event/disaster and helps the participants demonstrate capabilities to respond to a real world event in an exercise condition. [Attachment 4](#).

3.1.6. Collect, consolidate and coordinate detailed exercise inputs from unit EET members. [Attachment 5](#).

3.1.7. Develop major events and detailed events. Major events are realistic problems that occur because of a disaster. The major event should motivate actions from the players accordingly during the course of the exercise. Major events drive the minor events and the expected actions. [Attachment 5](#).

3.1.8. Construct a MSEL. [Attachment 6](#).

3.1.9. List of Expected Actions. The point of the exercise is to get the players to think critically and act according to the expected results. The actions may be according to Standard Operating Procedures (SOP) for the problems presented in the exercise. Each event designed should prompt one or more expected outcomes from more one or more agencies participating in the exercise. [Attachment 5](#).

3.1.10. Prepare messages and input cards for the players. [Attachment 7](#).

3.1.11. Give a Pre-Exercise briefing for EET members on the following:

3.1.11.1. Scenario, date, time and location.

- 3.1.11.2. Timing of events.
- 3.1.11.3. Areas of evaluation.
- 3.1.11.4. Situation cards, augmenters and props in the exercise.
- 3.1.11.5. Evaluation checklists.
- 3.1.11.6. Security of exercise information.
- 3.1.11.7. Safety.
- 3.1.11.8. Communications used during the exercise.
- 3.1.11.9. Time and location for the exercise debriefing.
- 3.1.11.10. Conduct and Operational Risk Assessment (ORM).

#### 4. Exercise Logistics.

4.1. In order to insure a successful exercise, the EET must identify the exercise player/EET member requirements and the materials needed. Below are examples of materials you need to plan for, meetings that will be beneficial to a successful exercise, and communications requirements.

##### 4.1.1. EET Materials:

**Table 1. EET Materials.**

ITEM	OPR
Administrative supplies	CVZ
Base crash grid map and cordon overlay	CE
EET Identification	CVZ
Exercise Checklists	CVZ
Exercise Guide and Forms	CVZ
Final MSEL, Sims and Lims	EET
Medical Evaluation Cards	CVZ
Medical Interactive Role Sheets	ASTS/EET
Mouflage Materials (clothing)	ASTS/EET
Radios and call signs	EM
Reflective Safety Vests	CVZ
Smoke generators	EM
Vehicles for actors and EET	As required and available

##### 4.1.2. EET Meetings:

- 4.1.2.1. Exercise Scope and Objectives Development.
- 4.1.2.2. MSEL Development/Input Review.
- 4.1.2.3. Final MSEL Review, Logistics, Operational Risk Management (ORM) and Safety issues.
- 4.1.2.4. Player Instructions Briefing (Exercise Objectives/Ground Rules).
- 4.1.2.5. Post-Exercise Hot wash.

#### 4.1.3. Communications:

4.1.3.1. Determine what frequencies the EET will use and assign radios and call signs.

4.1.3.2. Complete radio tests with all evaluators prior to initiation of the exercise.

4.1.3.3. Coordinate with PA for possible photography support.

4.1.3.4. Coordinate with Fire Chief, Command Post, and Air Field Operations (Tower) prior to exercise start.

4.1.4. Establish location for CAT and EOC as well as Exercise Control.

4.1.5. Issue the EET identifiers, such as badges, hats, and vests and record names (or provide hand receipts).

4.1.6. Establish number of personnel and acquire personnel (according to scenario) for mock casualties such as Mass Casualty Incident Exercise.

4.1.7. Ensure coordination of local and tenant participation.

4.1.7.1. Ensure review and coordination of MOA's or MOU's.

### 5. Exercise Play.

5.1. Exercise Assumptions. The following assumptions, effective throughout the exercises, provide realistic training as much as possible to ensure exercise events progress in a logical and realistic manner and that exercise objectives are achieved during the exercise play.

5.1.1. Exercise participants should thoroughly understand their own unit and office emergency action, response plans, and procedures.

5.1.2. The term "participants" includes Exercise Evaluators, Actors, and Players.

5.1.3. Players and Evaluators will use real-world data and information support sources to the extent practicable.

5.1.4. Players will respond in accordance with existing plans, instructions, policies, and procedures. In the absence of appropriate written instructions, the expectation is for the players to apply individual initiative to satisfy response and recovery requirements.

5.1.5. Implementation of disaster response plans, instructions, policies, and procedures during the exercise will depict actions expected to occur under actual (real world) response conditions to provide a sound basis for evaluation.

5.1.6. Real-world response actions will take priority over exercise actions.

5.2. Exercise Artificialities. Some artificialities and constraints will detract from realism; however, exercise evaluators should accept these artificialities as a means of facilitating accomplishment of exercise objectives.

5.2.1. The exercise will be in near real time as much as possible, but in some instances and due to time constraints to meet exercise objectives, some preplanned events by participants are accomplished prior to the exercise and other events may be accelerated in time to ensure objectives are met during play. EET members should be prepared to make game-time decisions to move the scenario along if required.

5.2.2. Certain alert, notification, initial activation, emergency response procedures and some early response actions may not be part of the exercise.

5.2.3. Responses obtained by players from simulations may not be of the quality or detail available from the real organization or individual. When this occurs, the EET member should capture the circumstances and be prepared to debrief the EET chief during the hotwash.

5.2.4. Some personnel and equipment may be pre-positioned at exercise locations prior to the exercise rather than moved in real-time and may play a dual role by reentering play at a predetermined time different from pre-positioned location.

5.3. Exercise Simulations. Simulation during exercises is required to compensate for nonparticipating individuals or organizations that would otherwise require a great deal of resources. Although simulations may detract from realism, simulations provide the means to facilitate exercise play. Simulations should be minimal. The EET from each unit will coordinate simulations with the EET Chief who will be the final approving authority.

5.4. Exercise Ground Rules. Ground rules are an important part of any exercise, no matter what level or size. Ground rules ensure the safety of all participants and provide for a fair and balanced view of the exercise by EET members. Following are the Exercise Ground Rules:

5.4.1. Contractor personnel may be exempt from participation in exercises.

5.4.2. Exercises must not effect or disrupt personnel from performing operational missions or critical training.

5.4.3. All vehicle operators must abide by speed limits and traffic control devices.

5.4.4. Establish a clear and easily understood STARTEX and ENDEX method of communications for all exercises which will begin and end with the word "EXERCISE."

5.4.5. Ground Rules Common to Major Accident Response Exercises (MARE):

5.4.5.1. Demonstrate the capability to restrict vehicle and pedestrian traffic in the cordon area.

5.4.5.2. Terminate routine work inside the disaster cordon, such as routine maintenance.

5.4.5.3. Evacuate buildings, offices and work areas.

5.4.6. Do not conduct (at any time) simulated or actual penetration of Restricted Areas, surreptitious introduction of prohibitive devices and similar activities unless coordinated in advance with Security Forces.

5.4.7. Ground Rules Common to Attack Response Exercises (ARE):

5.4.7.1. Canteens or Hydration systems such as Camelbacks should only contain drinking water to prevent dehydration.

5.4.7.2. Expended smoke canisters and ground burst simulators are not to be considered exercise unexploded ordinance (UXO).

5.4.8. "Time Out" and "Knock it Off":



5.4.8.1. The term “Time Out” will be used to temporarily halt the entire exercise or just the events particular to an isolated area within the exercise. The term “Time Out” usually accompanies instructions, resolves ambiguity or eliminates a source of confusion that is unnecessarily degrading or slowing the exercise.

5.4.8.2. The term “Knock it Off” will be used to immediately stop all aspects of the exercise. This call communicated to all players and evaluators overall communication devices available, including runners. When the call is made, this is to prevent or react to personal injury, property damage or an unsafe condition.

## 6. Exercise Evaluation

6.1. Exercise evaluation is perhaps the most important component of an exercise. This is the collection of data and observations that will be used to create the evaluation or “lessons learned” report. (For Enterprise level lessons learned application, lessons learned will be put into the Joint Lessons Learned Information System—JLLIS.) While evaluating, use the checklist that includes expected actions to compare the actual actions against the objectives. Use an Exercise Evaluation Sheet to record observations. See [Attachment 9](#) and [Attachment 10](#) located on the 914 AW Base Share Drive.

6.1.1. Evaluate for Condition, Cause, and Effect.

6.1.1.1. **CONDITION (Problem):** May be difficult to identify or isolate. A deficiency that affects the efficiency of the operation (Might be complying with directives and still have a problem).

6.1.1.2. **CAUSE (Basis for the problem):** May be difficult to identify or isolate and beyond local control. If you know the cause, go ahead and state the cause.

6.1.1.3. **EFFECT (Impact):** What is the impact on the operation? (For this response, quantify whenever possible, which will better support analysis, easier to assess and avoids speculation). Determine the deficiencies in the area, supported by facts, and to what extent the deficiencies have contributed to degradation of mission accomplishment. Record any conditions that indicate the inability of personnel to perform assigned tasks (including lack of experience). Provide crossfeed of information that may impact other areas to the applicable evaluator.

6.1.1.4. To prevent rumor control—do not discuss results until the hot wash or release of the Exercise Report.

**7. Exercise Evaluation Team (EET) Staff.** The EET staff will consist of the EET chief, exercise evaluators, and actors.

7.1. **EET chief:** Monitors the MSEL to ensure the exercise is progressing as planned and injects event facilitator messages into exercise play at the scheduled times. Injects messages, to include ad hoc messages, to support exercise objectives. Tracks the accomplishment of exercise objectives and records the responses of players.

7.2. **Exercise Evaluators:** Monitor and evaluate exercise activities. Track the accomplishment of exercise objectives. Record and evaluate the responses of players. Inject messages to players to support exercise objectives. EET members must anticipate actions taken by the participants. If a potential safety or security violation is about to take place, team members must take immediate and vigorous action to prevent the inadvertent release of

classified information, personnel injury or damage to equipment. Should an actual accident occur, or if a person incurs an injury during the exercise, any EET member can terminate or delay the entire exercise and render necessary aid. Any radio or telephone transmission will be prefaced with, “KNOCK IT OFF, KNOCK IT OFF, KNOCK IT OFF - THIS IS AN ACTUAL EMERGENCY.”

7.3. Actors: Ensure there are enough “actors” to play out the role of terrorists, enemy troops, hostages, casualties, victims, etc. Talk the actors through the script to ensure they have a good understanding of what is expected. Determine what props or clothing the actors will need to make better their performance more realistic.

#### 7.4. Guidelines for Emergency Call-Off.

7.4.1. The EET chief, emergency management (EM) representative or senior officer for the exercise may unilaterally suspend play or end the exercise at any time when it appears a real world disaster or unusual event may hamper exercise play or jeopardize the safety of exercise participants using the word, “KNOCK IT OFF”.

7.4.2. Participating organizations also have the option of withdrawing any of their players from the exercise at any time to address matters or concerns directly related to their actual response missions. When any event occurs that requires (1) the withdrawal by a participating organization from the exercise or (2) the application of major resources by a participating agency to a real world event, the EET chief will review the impact of such actions on the exercise. If determined appropriate, the EET chief or EM representative or senior officer for the players will temporarily suspend or end the exercise by announcing the decision to suspend or terminate exercise play with an “EXERCISE SUSPENSION or ENDEX” message, and the message transmission will occur to all participating organizations.

7.5. Exercise Inject: The EET members and evaluators will provide inputs to cause exercise events in progress. The Input Card may have the following injection methods: telephone, e-mail, radio, in person, video, fax and/or Internet.

#### 7.6. Problem Resolution.

7.6.1. There will be times during the exercise when problems will arise that cannot be resolved by a particular evaluator. Evaluators should contact the EET chief to discuss these problems and develop corrective actions. Resolution might include modification of the MSEL. Evaluators should advise the EET chief of the action expected and what is required to support the evaluation. The EET chief will take the necessary action to correct the problem. Corrective actions may consist of direct coordination by an evaluator with an exercise player to determine the status of an action, possible deletion of an action because it has been overcome by events, or development of an ad hoc event message. All corrective actions will be coordinated with the EET to ensure there is no confusion.

### 8. Exercise Evaluation After Action Report.

8.1. Exercise report validation will come from documented input from the exercise evaluation reports received from the EET. The EET chief will compile the report from the evaluation inputs provided by each EET member. The EET report will be distributed to all

units and lessons learned will be identified and added to Joint Lessons Learned Information System (JLLIS) for sharing and building knowledge for future exercises.

## 8.2. Meetings.

8.2.1. When practicable, the EET will meet following the exercise to discuss observations and objectives. This exercise meeting is called a “Hot Wash” and it allows critical discussion among the EET. Care must be taken to explore causes for failure and honest, constructive criticism should be invited. Unusually good exercise comments must be reviewed just as critically to ensure maximum benefit is derived from the exercise.

8.2.2. All Exercise Evaluation Team members should prepare for the hot wash by compiling their notes, evaluation forms, summary forms and photographs.

8.2.3. The hot wash will provide sharing of information and provide a foundation for evaluators to get together to discuss “missing links” to the exercise. The EET members when evaluating same or like areas should coordinate and prepare findings to minimize conflicting findings in the hot wash. Following the hot wash, the EET will meet with the player leadership to discuss the exercise, to include major problem areas, outstanding performances and validated findings.

## 9. Reporting.

9.1. The EET chief and EET members will assign offices of primary and collateral responsibility and assign a rating (if rated). The report will provide the type of exercise, summarize the scenario, identify findings, assign suspenses for replies and list ratings (if used).

9.2. When EET members write their findings, they should write as the situation existed, without any embellishment; zero in on the CAUSE. The EET members are responsible for clearly identifying conditions, causes, effects (impacts) and recommendations in their write-ups. The importance of writing clearly and consistently cannot be overemphasized. The total evaluation effort requires support for management effectiveness and operational readiness; therefore, the inspected area requires accurate reporting of the portrayed exercise and not just verbal input. Complete and accurate notes during the evaluation will aid the rating process significantly. All communication should be written. All observations and findings written will document the exercise results to the best of your ability, but the EET chief may ask for clarification or request a re-write after review.

## 9.3. Discrepancies.

9.3.1. Units displaying deficiencies must monitor and document corrective actions. Deficiencies will be tracked as a deficiency checklist in the Management Internal Control Toolset (MICT) per paragraph 10.1. A reply of corrective actions will be coordinated with the EET chief and follow-up reports provided until the problem is resolved or included in future exercise for reevaluation. Evaluation reports will be analyzed to identify recurring or common deficiencies, and these deficiencies can be used as objectives in future exercises.

9.3.2. If an exercise rates Unsatisfactory, the evaluation report will have the reason for failure clearly stated, including identification of the agencies that contributed to the failure. Isolated instances of deviation from written procedures will not be the sole basis

for an overall exercise rating of less than Satisfactory, provided the deviation had no serious impact on the overall exercise performance. Errors and omissions should not register as the only basis for an Unsatisfactory rating, if rapid and effective corrective action is taken and satisfies the objective.

9.3.3. The EET chief will ensure written reports reflect good actions taken as well as poor ones. Emergency deviations from established procedures will be permitted and commented on in the report, but not be cause for the failure of the exercise, if the desired outcome of the exercise, as tasked in various documents, has been met. As an example, if the mobile command post (MCP) is out of service and the Commander uses another resource instead, the absence of the MCP may be commented on, but the exercise result would not be downgraded because a different approach to the problem was used.

9.4. The following five-tiered rating system will be used in all inspection reports. The EET chief will assign ratings that accurately reflect observed performance.

**OUTSTANDING.** Performance far exceeds mission requirements. Procedures and activities are carried out in a far superior manner. Resources and programs are very efficiently managed and are of exceptional merit. Few, if any, deficiencies exist.

**EXCELLENT.** Performance exceeds mission requirements. Procedures and activities are carried out in a superior manner. Resources and programs are very efficiently managed, and relatively free of deficiencies.

**SATISFACTORY.** Performance meets mission requirements. Procedures and activities are carried out in an effective and competent manner. Resources and programs are efficiently managed. Minor deficiencies may exist, but do not impede or limit mission accomplishment.

**MARGINAL.** Performance does not meet some mission requirements. Procedures and activities are not carried out in an efficient manner. Resources and programs are not efficiently managed. Deficiencies exist that impede or limit mission accomplishment.

**UNSATISFACTORY.** Performance does not meet mission requirements. Procedures and activities are not carried out in an adequate manner. Resources and programs are not adequately managed. Significant deficiencies exist that preclude or seriously limit mission accomplishment.

## **10. Remedial Action Program (RAP).**

10.1. After Action Reports (AAR) are formal reports prepared using a standardized format. Any findings which are deemed of serious enough nature require follow-up and remediation. Once the AAR is signed by the installation commander and submitted to the CCO, it will be uploaded in JLLIS (<https://www.jllis.mil/USAF>). Each answerable finding will be recorded on the 914 AW RAP Tracker using a numbering system which identifies the RAP IAW the date it was recorded. See **Attachment 11** located on the 914 AW Base Share Drive. The finding will then be entered in MICT as a Deficiency Checklist and monitored by the

914/CVZ until closed at which time the deficiency checklist is archived in MICT per **paragraph 9.3.1.**

ALLAN SWARTZMILLER, Colonel, USAFR  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 90-201\_AFRCSup\_1, *Inspector General Activities*, 10 March 2007

AFMAN 33-363, *Management of Records*, 1 March 2008

AFI 90-201, *Inspector General Activities*, 17 June 2009

AFPD 90-2, *Inspector General - The Inspection System*, 26 April 2006

***Abbreviations and Acronyms***

**AAR**—After Action Reporting

**ADLS**—Advanced Distributed Learning Service

**AF**—Air Force

**AFIMS**—Air Force Incident Management System

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AMW**—Air Mobility Wing

**BSP**—Base Support Plan

**CAT**—Crisis Action Team

**CCO**—Wing Process Manager

**ECD**—Estimated Completion Date

**EET**—Exercise Evaluation Team

**EM**—Emergency Management

**EOC**—Emergency Operations Center

**ERO**—Emergency Response Operations

**ESF**—Emergency Support Function

**HAZMAT**—Hazardous Material

**HHQ**—Higher Headquarters

**IAW**—In Accordance With

**IG**—Inspector General

**IGESP**—In-Garrison Expeditionary Support Plan

**JLLIS**—Joint Lessons Learned Information System

**MAA**—Mutual Aid Agreement

**MCS**—Multiagency Coordination System  
**MCP**—Mobile Command Post  
**MET**—Mission Essential Task  
**METL**—Mission Essential Task List  
**MSEL**—Master Scenario Events List  
**MSEP**—Maintenance Standardization and Evaluation Program  
**MICT**— Management Internal Control Toolset  
**MOA**—Memorandum of Agreement  
**MOU**—Memorandum of Understanding  
**NAF**—Numbered Air Force  
**NRP**—National Response Plan  
**OPR**—Office of Primary Responsibility  
**ORM**—Operational Risk Management  
**POC**—Point of Contact  
**RDS**—Records Disposition Schedule  
**SAV**—Staff Assistance Visit  
**SI**—Self inspection  
**SII**—Special Interest Item  
**SOP**—Standard Operating Procedures  
**TIC**—Toxic Industrial Chemicals  
**TIM**—Toxic Industrial Materials  
**UCC**—Unit Control Center  
**UCI**—Unit Compliance Inspection

### ***Terms***

**CBRN**— Operations that include chemical, biological, radiological and nuclear, either individually or in combination. Collectively known as WMD, CBRN replaces “NBC” when used in reference to operations or incidents limited to NBC-only issues. Toxic Industrial Chemicals/ Toxic Industrial Materials (TIC)/TIM and HAZMAT are considered part of the “C” in “CBRN.”

**CBRNE**— Operations or incidents involving chemical, biological, radiological, nuclear and high-yield explosives, either individually or in combination. “CBRNE” is used anytime that reference is not being made to WMD operations or incidents.

**CBRNE Environment**— condition of warfare in which an adversary possesses or uses chemical,

**biological, radiological, nuclear, or high**—yield explosive weapons, by-products, infrastructure and associated delivery methods.

**CBRNE Hazard**— Those CBRNE elements that pose or could pose a hazard to individuals. CBRNE hazards include those created from accidental releases, toxic industrial materials (TIM) (especially air and water poisons), biological pathogens, radioactive matter, and high-yield explosives. Also included are any hazards resulting from the deliberate employment of WMD during military operations.

**CBRNE High Threat Area (HTA)**— Friendly forces in these areas are at high risk for attack with CBRNE weapons by state and non-state actors, such as terrorists and criminals also known as transnationals. Potential adversaries within the region either possess or are likely to possess a substantial stockpile of CBRNE weapons and weapons systems and may have special operations forces capable of conducting sustained attacks on air bases. Actual or potential transnational threats exist during peacetime or wartime. Forces are within immediate strike range of adversary theater missiles, and CBRNE strikes using these weapons are assumed to be likely to occur. Air Force personnel and units in or deployed to these locations will be organized, trained, exercised and equipped to survive CBRNE attacks and conduct sustained combat operations in CBRNE environments.

**CBRNE Low Threat Area (LTA)**— Friendly forces in these areas are at risk for attack with CBRNE weapons by transnationals. Actual or potential transnational threats exist during peacetime or wartime. Select personnel and other personnel identified in CEMP 10-2 are organized, trained and equipped to continue critical missions and restore the primary mission. All other personnel in these locations are trained to survive attacks.

**CBRNE Medium Threat Area (MTA)**— Friendly forces in these areas are at medium risk for attack with CBRNE weapons by state and non-state actors, such as terrorists and criminals also known as transnationals. Potential adversaries within the region either possess or are likely to possess CBRNE weapons and weapons systems and may also have special operations forces capable of conducting limited attacks on air bases. Actual or potential transnational threats exist during peacetime or wartime. Forces may be within the extended range of adversary theater missiles, but it is assessed that CBRNE strikes using these weapons are less likely to occur. Air Force personnel and units in or deployed to these locations will be organized, trained, exercised and equipped to survive CBRNE attacks and to conduct limited combat operations in CBRNE environments.

**Crossfeed/Crosstell**— Term used to compare and share information from one unit to another. The purpose is to gain collective insight through knowledge management, thereby increasing the level of understanding of an issue, possibly leading to corrective action.

**Emergency Operations Center (EOC)**— For the purpose of AFIMS and the EOC is the command and control (C2) support element that directs, monitors, and supports the installation's actions before, during and after an incident. The EOC is activated and recalled as necessary by the Installation Commander. The EOC updates the CAT with ongoing incident status and seeks support through the CAT when on-scene requirements surpass the installation's inherent capability and the installation's cumulative capabilities acquired through MAAs. EOCs may also support MCS and joint information activities. According to the NRP, the EOC is defined as "The physical location at which the coordination of information and resources to support attack response and incident management activities normally takes place. An EOC may be a temporary



facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines such as fire, law enforcement and medical services; by jurisdiction such as Federal, State, regional, county, city, tribal; or by some combination thereof.”

**Emergency Support Function (ESF)**— ESFs are Groupings of capabilities into an organizational structure that provides the support, resources, program implementation and services most likely to be needed during an incident. ESFs also serve as the primary operational-level mechanism that provides support during an incident.

**In-Garrison Expeditionary Support Plan (IGESP)**— The IGESP is primarily developed for locations with a permanent Air Force presence and is fully developed by the collaborative planning efforts of many functional experts with a deliberate planning time line. IGESPs were formerly known as Base Support Plans (BSPs).

**Vetted**— The process of examining and evaluating for possible approval or acceptance.

**Attachment 2****EXERCISE MISSION STATEMENT (EXAMPLE)****EXERCISE MISSION STATEMENT (EXAMPLE)**

The purpose of this disaster exercise is to test and evaluate the following emergency functions:

Alert and Notification	Emergency Response
Base Infrastructure	Evacuation and Sheltering
Communications	Health and Safety
Command and Control	Resource Management
Damage Assessment	Self Aid and Buddy Care
Emergency Public Information	Ability to Survive and Operate

...by involving the following agencies and personnel:

Crisis Action Team	Wing Command Post
Unit Control Centers	Incident Commander/On Scene Commander
Security Forces	Fire Department
Medical	Disaster Preparedness
Engineering	Communications
Bioenvironmental Engineering	Environmental Engineering
Safety	Public Affairs
Legal	Contracting

...in a field exercise simulating a terrorist attack involving the detonation of an explosive radiological dispersal device on \_\_\_\_\_ Avenue.

**Attachment 3****EXERCISE OBJECTIVES (EXAMPLE)****EXERCISE OBJECTIVES (EXAMPLE)**

1. Alert/Notification
  - a. Notification of the Fire Department and Security Forces.
  - b. Notification of the HazMat Response Team.
  - c. Disaster Control Group (DCG) recalled.
  - d. OPREP-3 report to HHQ and report to Disaster Control Group (DCG).
2. Base Infrastructure
  - a. Emergency repairs to utilities and structures.
  - b. Emergency repairs to airfield and vehicle pavement surfaces.
3. Communications
  - a. All responding agencies able to communicate with their control centers.
  - b. Incident Command radio frequency established.
4. Command and Control
  - a. Incident Command System established.
  - b. Emergency Operations Center/Crisis Action Team established.
  - c. Unit Control Centers activated.
5. Damage Assessment
  - a. Damage Assessment Team established and DAT reports up-channeled.
  - b. Damage Assessment and Response Team (DART) established; DART reports up-channeled.
  - c. Facility Manager/PAR Teams complete and up-channel accurate reports.
6. Emergency Public Information
  - a. Base populace notified of correct actions to take (shelter-in-place or evacuate).
  - b. Base populace notified of disaster or accident.
  - c. Riverside Emergency Operations office contacted.
  - d. Off-base population warned when in hazard area.
7. Emergency Response
  - a. Security Forces and Fire Department respond in timely and effective manner.
  - b. Off-base Riverside Fire Department and Emergency Response Operations respond.
  - c. Off-base HazMat Response Team responds in timely and effective manner.
8. Evacuation and Sheltering
  - a. Base or facility populace evacuates to appropriate location.
  - b. Accountability for all evacuated personnel.
  - c. Base or facility populace completes effective shelter-in-place operations.
9. Health and Safety
  - a. Casualties treated and transported in a timely manner.
  - b. Contaminated victims transported, eliminating cross contamination.
  - c. Arrangements made for control of enemy patients.
  - d. Player's actions appropriate for safety requirements.
10. Resource Management
  - a. Unit resources (manpower, vehicles, equipment, information) effectively used.
  - b. All resources effectively tracked for available, assigned and out-of-service.
  - c. Create a Wing Command and Control organizational setup.

- d. Establish and utilize rest and relief procedures.
- e. Develop a Facility Priority List and a Resource Priority List

11. Self Aid & Buddy Care

- a. Demonstrate competency at peacetime disaster mass casualty incident.
- b. Demonstrate competency at wartime first aid.
- c. Demonstrate competency at use of nerve agent antidote auto-injectors.

12. Ability to Survive and Operate

- a. Provide optimum active ground defense.
- b. Minimize the effects of an enemy attack by passive defense.
- c. Demonstrate competency in Nuclear, Biological and Chemical Warfare Defense.
- d. Demonstrate that unit can operate in an NBC environment.
- e. Complete required Counter-Chemical Warfare actions.
- f. Demonstrate that unit can effectively respond to a terrorist attack.

**Attachment 4****NARRATIVE STATEMENT (EXAMPLE)****NARRATIVE STATEMENT (EXAMPLE)**

It is a seasonably warm August afternoon at Niagara Falls Air Reserve Base (NFARS), New York. A line of thunderstorms have just pushed through the area from West to East, leaving all runways wet with a Runway Condition Reading (RCR) of 12. The winds are \_\_\_\_\_. A C-130 from \_\_\_\_\_ en route to \_\_\_\_\_ is approaching \_\_\_\_\_. The aircraft is deploying to \_\_\_\_\_ and is loaded with 240 flares and carrying 1 pallet of grenades, 1 pallet of 5.56 mm (.223 cal) ammunition, a baggage pallet, 12 Army personnel and a crew of 8 (includes 2 crew chiefs). The aircraft has just experienced a maintenance condition, which necessitates shutting down the #2 engine. The crew has declared an emergency and prepares to land at NFARB because of its current proximity, length of runway and C-130 maintenance capability. The aircraft flies an uneventful approach to runway \_\_R, but upon landing and rollout, the #1 engine fails to go into reverse, creating an asymmetric power condition. The aircraft departs the runway and travels into the ditch north of runway \_\_R, where it crashes to a stop and the right Wing quickly bursts into flame. The copilot has sustained fatal head trauma; the remaining crewmembers in the flight deck exit via the crew entrance door, with minor injuries. Both loadmasters and crew chiefs suffer severe injuries. Several of the Army personnel are fatally injured and many more are seriously injured. The cargo compartment is quickly filling up with dark black smoke, making it impossible to see and very difficult to breathe.

## Attachment 5

## MAJOR – MINOR EVENTS &amp; EXPECTED ACTIONS (EXAMPLE)

Table A5.1. MAJOR – MINOR EVENTS &amp; EXPECTED ACTIONS (EXAMPLE).

<p>1.1.1 <u>Major Event</u> Detonation of Dirty Bomb</p>	<p>1.1.2 <u>Minor Event</u> Terrorists reveal that they have a radiological bomb  The injured terrorist passes out and the bomb detonates.  Fire Department responds to fire danger.  Reporters arrive to take pictures and interview.</p>
<p>1.1.3 <u>Expected Actions</u> CAT notifies EOC of radiological terrorist attack (simulated) CAT requests the HazMat Response Team, to include EM and BIO. CAT establishes a 500 ft Hot Zone and Decon Area. EOC notifies FD of radiological contamination. CAT notifies HHQ and State of radiological terrorist attack (simulated) CAT holds contaminated victims and responders CAT initiates decontamination procedures (area, personnel, vehicles) EOC contacts State Radiation Officer (simulated)</p>	

## Attachment 6

## MASTER SCENARIO EVENTS LIST (MSEL) (EXAMPLE)

Table A6.1. MASTER SCENARIO EVENTS LIST (MSEL) (EXAMPLE).

Event #	Obj #	Date	Inject Time	Event Description	EET OPR	Inject To	Inject Method
1	5.a.	SUN	1230	Terrorist vehicle operator shoots gate guard and speeds onto the base.	SF	Gate	Player Action
2	12.c.	SUN	1233	The driver-terrorist yells out that he has a “radiological” bomb located in the car with a dead-man detonator. He will explode the device if Security approaches.	SF	SFS	Player Action
3	4.a/b	SUN	1235	Wing & Vice Commander cannot be reached.	DOC	DOC	Phone Message
4	5.b.	SUN	1235	Building xxx damaged by blast.	CES	DART	Input Card
5	1.d.	SUN	1340	Receive Command Post OPREP-3 Report	DOC	DOC	Fax

## Attachment 7

## 914 AW EXERCISE INPUT WORKSHEET (EXAMPLE)

Table A7.1. 914 AW EXERCISE INPUT WORKSHEET (EXAMPLE).

Exercise Title	Bull Moose 09-01		MSEL Input #	1
Type of Exercise	ARE    MARE    NDRE	Level of Exercise	FTX    BSX	
Date/Time/Duration	5 Sep/0920L/2 min			
Worksheet POC	MSgt John Doe/914 SF/SF	Contact Info	Phone 236-1234	
Input Provider (Name)	SSgt Jane Doe	Input Location	Inside main gate	
Units/Offices Affected	SF, CEF and AFT			
Input Description	Unknown individual fires a rifle at several CE troops in the CE Compound and then drops package over the perimeter fence and runs away.			
Input Message	SSgt Doe will yell out anti-military cat-calls just before throwing the package over the fence.			
Special Instructions	Gain special permission to fire an M-16 rifle with blank ammo.			
Equip/Supplies Needed	M-16 with blanks and blank adapter. Cardboard box with radiological markings on the sides. Place a training radioactive source on the outside of the box for player monitoring.			
Approved Simulations	Simulate the need for EOD, unless XX wishes to participate. Simulate contacting outside agencies.			
Evaluation Goals	Determine the effectiveness of field-to-control center communications. Determine if proper offices/units are notified and activated. Review if proper handling procedures are taken regarding package.			



Expected Results/Actions	Security Forces will evacuate CE and establish disaster cordon. EM and BIO are notified and respond with proper equipment. Radiological detection and contamination control measures taken. Proper authorities notified (State Radiological Officer)
Coordination Required	Between SF, EM and BIO Evaluators

## Attachment 8

## 914 AW EXERCISE DEVELOPMENT CHECKLIST

914 AW EXERCISE DEVELOPMENT CHECKLIST

\_\_\_\_\_ 1. Select and contact Exercise Evaluation Team members BOS or Military, who will be required to participate in the \_\_\_\_\_ Exercise.

\_\_\_\_\_ 2. Schedule and hold an Exercise Planning Meeting to discuss the Exercise Scope/Purpose Statement and brainstorm measurable Exercise Objectives.

\_\_\_\_\_ 3. Review Base Operations Plans to determine exercise requirement. For example:

1. Niagara Falls Air Reserve Base (NFARS) Installation Emergency Management Plan (CEMP)10-2
2. NFARS Anti-Terrorism (AT) Plan AFI 10-245
3. 914 AW Installation Security Instruction, 914 AWI 31-101

\_\_\_\_\_ 4. Review Air Force Instructions to determine exercise requirements – AFI 10-2501, Table 7.1

<input type="checkbox"/>	MARE/Conventional Munitions	Annually
<input type="checkbox"/>	MARE/Off-Base Response	Annually
<input type="checkbox"/>	MARE/Mass Casualties	Annually
<input type="checkbox"/>	MARE/Search and Recovery	Annually
<input type="checkbox"/>	MARE/Air Show Response	Prior scheduled Air show
<input type="checkbox"/>	ARE/Terrorist Use of WMD (Bio)	Alternate Year
<input type="checkbox"/>	ARE/Terrorist Use of WMD (CRNE)	Alternate Year
<input type="checkbox"/>	ARE/Ability to Survive and Operate	Annually
<input type="checkbox"/>	NDRE/Earthquake	Annually
<input type="checkbox"/>	Deployment	Every 15 months
<input type="checkbox"/>	Terrorist Use of CBRNE guidance	Two Annually
<input type="checkbox"/>	Operational Readiness	Annually
<input type="checkbox"/>	Operational Readiness (Low)	Must reflect the most stringent CBRN threats in place or that an expeditionary force could face.
<input type="checkbox"/>	Operational Readiness (Med)	Every six months; May include one table top exercise annually.
<input type="checkbox"/>	Operational Readiness (High)	Quarterly; May include one tabletop exercise annually.

\_\_\_\_\_ 5. Determine what Emergency Functions should participate.

1. Alert and Notification
2. Base Infrastructure
3. Communications

4. Command and Control
5. Damage Assessment
6. Emergency Response
7. Evacuation and Sheltering
8. Health and Safety
9. Public Information
10. Resource Management
11. Self Aid and Buddy Care
12. Ability to Survive and Operate

\_\_\_\_\_ 6. Determine an Exercise Level of Play

1. Tabletop
2. Functional
3. Full-scale
4. Limited participation

\_\_\_\_\_ 7. Determine a place and time for the Exercise: \_\_\_\_\_

\_\_\_\_\_ 8. Determine what units, tenants, and local agencies will be required or requested to participate.

1. Crisis Action Team
2. Command Post
3. Disaster Control Group
4. Intelligence
5. Operations Group
6. Maintenance Group
7. Safety Office
8. Medical Group
9. BioEnvironmental Engineering/Environmental Engineering
10. Logistics Support
11. Services
12. Civil Engineers
13. Personnel (Military, Civilians, and Contractors)
14. Communications
15. Security Forces
16. County of Riverside
17. City of Riverside – Fire Department
18. Local Hospitals and Emergency Response agencies in Riverside and Moreno Valley
19. MEPS, Army Guard, 107 AW, etc

\_\_\_\_\_ 9. Review requirements and make a recommendation to the Wing Commander for approval.

\_\_\_\_\_ 10. Assign an Exercise Title.

- \_\_\_\_\_ 11. Provide an Exercise Scope/Purpose Statement for the EET.
- \_\_\_\_\_ 12. Schedule and hold a meeting to develop a List of Functions and Objectives.
- \_\_\_\_\_ 13. Write an Exercise Scenario Narrative.
- \_\_\_\_\_ 14. Schedule and hold an Exercise Planning Meeting to develop Major Exercise Events and Detailed Exercise Events.
- \_\_\_\_\_ 15. EET members will submit Exercise Input Worksheets detailing Exercise objectives to the EET chief.
- \_\_\_\_\_ 16. Create a first draft MSEL for the EET exercise inputs.
- \_\_\_\_\_ 17. Brief the installation Commander on the progress and extent of the Exercise.
- \_\_\_\_\_ 18. Create a draft Exercise Briefing that will be used to brief the player leadership.
- \_\_\_\_\_ 19. Determine inject methods for each MSEL Event Item.
  - 1. Message Card
  - 2. Sounds (sirens, explosions, etc.)
  - 3. Actions by Actors (media, wounded, terrorists, etc.)
  - 4. Injury Moulage and Casualty Information Cards
  - 5. Telephone or Fax
  - 6. Radio
  - 7. E-Mail
  - 8. Video
- \_\_\_\_\_ 20. Schedule and hold an Exercise Planning Meeting to review and coordinate the MSEL.
- \_\_\_\_\_ 21. Each EET member will draft the Input Message for each MSEL Event Item and submit the message to the EET chief.
- \_\_\_\_\_ 22. Create a final MSEL.
- \_\_\_\_\_ 23. Schedule and hold an Exercise Planning Meeting to review and coordinate exercise logistics.
  - 1. Select and role-play actors; aggressors, media, casualties, etc.
  - 2. EET Communications Plan
  - 3. Badge assignments
  - 4. Vehicle assignments
  - 5. Audiovisual support
  - 6. Generator support
  - 7. Smoke generator or exercise munitions support

8. Moulage materials and old clothing for casualties
9. Administrative supplies
10. Base Disaster Grid Maps
11. Evaluation Checklists
12. Exercise Weather issues

\_\_\_\_\_ 24. Schedule and give an Exercise Briefing to the Player Leadership.

1. Exercise Scope/Purpose Statement
2. EET Roles; Controllers, Evaluators and Actors
3. Assumptions and Simulations
4. Safety and Ground Rules
5. Reacting to Inject messages
6. Hot wash Time and Location

\_\_\_\_\_ 25. Notify the Control Tower prior to any exercise that will impact flying operations.

\_\_\_\_\_ 26. Notify the Fire Chief at least 30 minutes prior to any exercise initiation.

\_\_\_\_\_ 27. Complete a radio check with all EET members.

### **EXERCISE EVALUATION CHECKLIST**

\_\_\_\_\_ 1. Evaluators complete an Evaluation report on each functional area and/or input using the NFARS Unit-Specific Exercise Objectives worksheet (Attachment 11).

\_\_\_\_\_ 2. All EET members will attend a post-exercise evaluation meeting to discuss observations.

\_\_\_\_\_ 3. Evaluators turn in written reports with assessments to the EET chief. Reports will contain assigned OPRs and a rating.

\_\_\_\_\_ 4. EET chief will conduct a hotwash meeting for the player leadership.

\_\_\_\_\_ 5. All EET members will attend the hotwash in order to answer any player questions.

\_\_\_\_\_ 6. The EET chief will complete a Final Exercise After Action Report and submit to all EET members and player leadership.

\_\_\_\_\_ 7. The EET chief will send an Exercise Deficiency note to all OPRs who will be required to document corrective actions.

\_\_\_\_\_ 8. The EET chief will update the Trend Analysis report, and enter identified lessons learned into JLLIS and MICT as a Deficiency Checklist if applicable and provide follow up.

## Attachment 9

## INSTALLATION EET EVALUATION WORKSHEET

## Installation EET Evaluation Worksheet

Exercise: \_\_\_\_\_

Date: \_\_\_\_\_

EVENT #: \_\_\_\_\_

GOAL/OBJECTIVE: \_\_\_\_\_

AREA: \_\_\_\_\_

MSEL INJECT: \_\_\_\_\_

**EET MEMBER Name/SQ/OFF SYM and PHONE #:** \_\_\_\_\_**FINDING/OBSERVATION:** Describe problems as well as processes that worked well.


**RECOMMENDATIONS:** Suggest how the processes may be improved upon.


**TRAINING COMPLETED:** On the spot training to improve readiness.


**SAFETY CONCERNS:** Suggest Safety issues/remedies.


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**Suggested OPR:**

## Attachment 10

## 914 AW - EXERCISE EVALUATION TEAM (EET) \*SAMPLE\*

## 914 AW - Exercise Evaluation Team (EET)

<b>Unit:</b>	<b>Event:</b> Ability to Survive and Operate (ATSO) Exercise
<b>Evaluator:</b>	<b>Date:</b>

**INSTRUCTIONS:** As an EET member, I would appreciate your feedback regarding the ATSO Exercise. Your comments will help to assist in determining the training required towards completing the mission essential tasks (METs) for your unit. Please indicate your level of agreement with each of the statements below:

**1- Strongly Agree      2- Agree      3- No Opinion      4- Disagree      5- Strongly Disagree**

<b>1</b>	The EET CBT prepared me for EET duties and responsibilities.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>2</b>	Unit personnel completed review of new Airman's pamphlet.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>3</b>	We had enough EET members to support the ATSO Exercise.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>4</b>	As an EET member, I receive support from my Commander, and unit members.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5</b>	Completing EET CBT, followed by other training courses can improve evaluation skills.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>6</b>	As an EET member and subject matter expert, all METs were identified for evaluation.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>7</b>	When METs were not successfully completed, unit members received on-the-spot training.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8</b>	The ATSO exercise was well structured and organized.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9</b>	All unit personnel were able to perform task qualification training (TQT).				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10</b>	As an EET member, the ATSO exercise prepared my unit for future attack and response exercise.				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>



## Attachment 11

## EXERCISE OBJECTIVES

Please return to Lt Col Mark B. Ables, 914 AW/CVZ, Bldg. 800, ext. 2405

**FOR OFFICIAL USE ONLY -- EET MEMBERS ONLY**

Exercise Name			Unit/ESF			Date of Exercise			
Primary EET Name:		Contact Number:	Alternate EET Name:		Contact Number:				
Exercise Objective 1:									
MSEL No.	Specific Criteria For This Objective					Reference			
Observations or Findings									
Was This Objective Met?		YES	NO	Observations	YES	NO	Findings	YES	NO
Comments									
Recommendations									